



## CARSS Capabilities Statement – The IBI Team

International Business Initiatives (IBI), a URC company, has partnered with USAID since 1996 to deliver exceptional development outcomes. IBI specializes in strengthening local capacity and supporting best-fit solutions that address challenges related to economic growth, governance, and monitoring, evaluation and learning. Thus, IBI is well positioned to support USAID in addressing the drivers of irregular migration and is already doing so under other USAID activities in Guatemala, Honduras, and Haiti, and building on previous work in El Salvador.

To ensure that the IBI Team is able to meet all of the requirements of the CARSS scope of work, IBI has partnered with approved subcontractor Tetra Tech, whose international development capabilities encompass energy, water and sanitation, agriculture and food security, climate resilience, health, natural resources, and infrastructure. In the last five years, Tetra Tech has implemented 28 USAID activities in Latin American and Caribbean countries. IBI has also built a database of over 70 potential local partners throughout Central America and Mexico who stand ready to team with IBI on CARSS task orders. This database, developed based on information from our networks on the ground, includes entities that are widely recognized as the most reputable and highest performing organizations in each country. Strengthening the capacity of these and other partners to advance USAID’s Localization Agenda, through our Pathways to Partnership model, is a central pillar of IBI’s approach to implementation under CARSS.

**Contract Management:** Over the past three decades, IBI has implemented over 80 prime long-term contracts across all geographies. In addition to the Central America Regional Support Services (CARSS) IDIQ, IBI has managed the ACES, EVAL ME II, PFM and PFM II, and MACRO and MACRO II IDIQs. IBI is adept at subcontracting with international and local organizations, using our 28 years of project management experience to ensure full compliance by subcontractors with all FAR and AIDAR regulations. IBI has managed large field offices with up to 60 long-term staff and manages multiple concurrent assignments. IBI was named 2015’s “USAID Small Business of the Year” in recognition of our ability to serve as a prime contractor for large projects in complex overseas environments. IBI’s CARSS IDIQ Manager is located in San Salvador and available to travel throughout the region.

### **Strategic Objective 1: Addressing Economic Insecurity and Lack of Economic Opportunity:**

The IBI Team is working across the CA region and around the world on improving economic growth through better business enabling environments that increase opportunities for the private sector to create jobs. For example, under USAID/Honduras Monitoring & Evaluation Support for Collaborative Learning & Adapting (2022-2027), IBI is conducting a baseline survey for Feed the Future programming, conducting performance evaluations of economic growth projects, and conducting assessments of the impacts of the Central America Free Trade Agreement, the Catalytic Investment Fund, and a Place-Based Strategy for Migration. Under the USAID/Laos Business Environment activity, IBI supports increased economic growth by facilitating the government’s engagement with the business community so that authorities become more responsive to the demands of local economic actors. IBI also provides direct technical support to the business community, targeting areas marginalized and vulnerable to instability, through technical assistance to business development services providers and a grant-making mechanism called the Laos Business Ecosystem Partnership Fund.

Tetra Tech's work in the energy sector is helping countries in CA and around the world address focus on harnessing innovative technologies to expand economic growth and address food insecurity while using clean energy. For example, under the USAID Powering Agriculture Support Task Order, Tetra Tech maintained a 40-person multi-disciplinary technical and operational team to deliver all project services, such as 445 instances of long- and short-term technical assistance tailored to local conditions and innovators' needs. Tetra Tech supported the design of a new solar-powered pump (80 installed in Honduras), assisted the Universidad de Valle in Guatemala to develop localized microgrids by connecting them to accelerator institutions, provided tools to measure data and strengthen gender integration, and supported innovators who trained 26,754 customers (2,798 women) on operation and maintenance of clean energy-agriculture products worldwide (54 in Guatemala).

**Strategic Objective 2: Strengthening Democratic Governance, Reducing Violence, Promoting Respect for Human Rights and a Free Press, and Addressing Migration Dynamics:**

The IBI Team provides technical assistance and training to USAID and its counterparts across the Democracy, Rights and Governance portfolio. In the CA region, examples include IBI's work to provide advisory services in El Salvador that facilitated coordination between the GOES, USAID and the State Department on security sector reforms. This included mapping the criminal justice system, and violence prevention and citizen security sphere. In Honduras, under the MESCLA 2.0 activity, IBI is conducting a baseline survey on citizen security and evaluating the performance of three governance activities. The work will include recommendations for how the Mission can improve its programming on effective justice, local governance, and youth services to promote peace and address the drivers of irregular migration. IBI is also designing a gender-based violence context monitoring system, as part of the effort to better understand and address irregular migration. Working with a provider of crowdsourcing technology for data collection, IBI and the Mission have clarified the expected target population, the specific geographic areas to reach, and the crowdsourcing platform's capability to meet these needs. In a third example, as the prime contractor for the \$48 million Guatemala Safe and Secure Cities Activity, IBI's work focuses on Good Governance and Anti-Corruption, Decentralization and Local Governance, and Rule of Law and Security Sector Reform at the local government level.

Tetra Tech also brings extensive capabilities built through its experience on DRG programming in the CA region. For instance, under the USAID/Mexico Promoting Justice (PROJUST). Tetra Tech employed 107 highly qualified, long-term technical and operational local staff and 195 short-term staff to provide comprehensive technical assistance to Mexican state and federal authorities to support the effective implementation and consolidation of the new criminal justice system. PROJUST efforts covered nine major technical areas, corresponding to the primary justice institutions and worked with local systems in Mexico's 32 states. In another example, Tetra Tech implemented the Guatemala Urban Municipal Governance activity, under which it supported enhanced municipal service delivery through strengthened budgeting, management, and revenue generation. Tetra Tech partnered with municipalities to use satellite imagery to improve property tax assessments and mobilized consultants to improve tax administration that resulted in 8 out of 10 target municipalities increasing own-source revenues. Tetra Tech supported municipalities and communities to develop, implement, and monitor Community Violence Prevention Action Plans to enhance public safety. Tetra Tech also helped the National Police to implement Comprehensive Community Security Police Models in eight municipalities to improve community-police trust through youth engagement.

### **Strategic Objective 3: Improving Resilience to Climate, Food Security, and Health Threats:**

IBI's work in these areas is helping USAID Mission understand and respond to emerging conditions. For instance, in Honduras, IBI is conducting an evaluation of the Building Climate Resilience activity, which will help USAID and its counterparts improve resilience to climate change. In Haiti, IBI is implementing an assessment of underground water aquifers in USAID/Haiti's Resilience Focus Zones. The purpose of the assessment is to characterize the quantity, quality, and sustainability of ground water in aquifers for better management and decision making. In Liberia, IBI conducted a National Health System Capacity Assessment, in partnership with the Ministry of Health. In Pakistan, IBI recently completed a Climate Risk Assessment for the government of Sindh Province.

Under the PASTO activity implemented by Tetra Tech, grantees occupied the clean energy-agriculture nexus, working to reduce the impacts of climate change through the reduction of greenhouse gas (GHG) emissions in the agriculture value chain. Tetra Tech assisted innovators in developing, implementing, and reviewing GHG emissions reduction calculations, including the use of USAID's Clean Energy Emissions Reduction Tool.

### **Strategic Objective 4: Strengthening the Capacity of Local Partners and Providing Technical and Management Expertise to USAID Missions:**

IBI works to strengthen local partners and put local voices in leadership positions in each assignment, working through local subcontractors, hiring local experts, and providing capacity assessments and assistance. For example, Under the USAID/El Salvador Strengthening Local Organizations activity, IBI used Organizational Capacity Assessment (OCA) and Organizational Performance Index (OPI) tools with 10 Salvadoran civil society organizations to ascertain each CSO's weaknesses in operational areas and overall programmatic effectiveness. The findings of the OCA and OPI assessments enabled the IBI team, together with counterparts, to develop tailored capacity building plans. IBI subsequently provided technical assistance in implementing those plans. IBI's experts helped develop procedure manuals in HR and financial management, supported strategic planning, fund raising and communications, strengthened M&E, improved governance, and more. All 10 participant CSOs, which together employ some 700 professionals, improved their organizational capacity, showing an increase in their OCA scores in a range of areas and are now better positioned to work directly with USAID.

IBI is a leading provider of technical and management expertise to USAID Missions, and currently holds 4 Mission-wide monitoring, evaluation and learning (MEL) platform contracts, including those in Honduras and Haiti. IBI provides extensive support services to USAID through these platforms, including training, monitoring, knowledge management, strategic planning, and collaboration, learning, and adapting.

Tetra Tech also provides extensive training and MEL services to USAID. For example, under the DCHA/DRG Training and Information Management (Outreach) Support project, Tetra Tech directly contributed to the quality and effectiveness of DG strategies and programs. Over 1,400 staff were trained and an additional 2,600 participated in learning events.